

# *Introduction*

## **City Service Areas**

### ***CITY SERVICE AREAS***

Community & Economic  
Development

Environmental & Utility  
Services

Neighborhood Services

Public Safety

Transportation & Aviation  
Services

Strategic Support

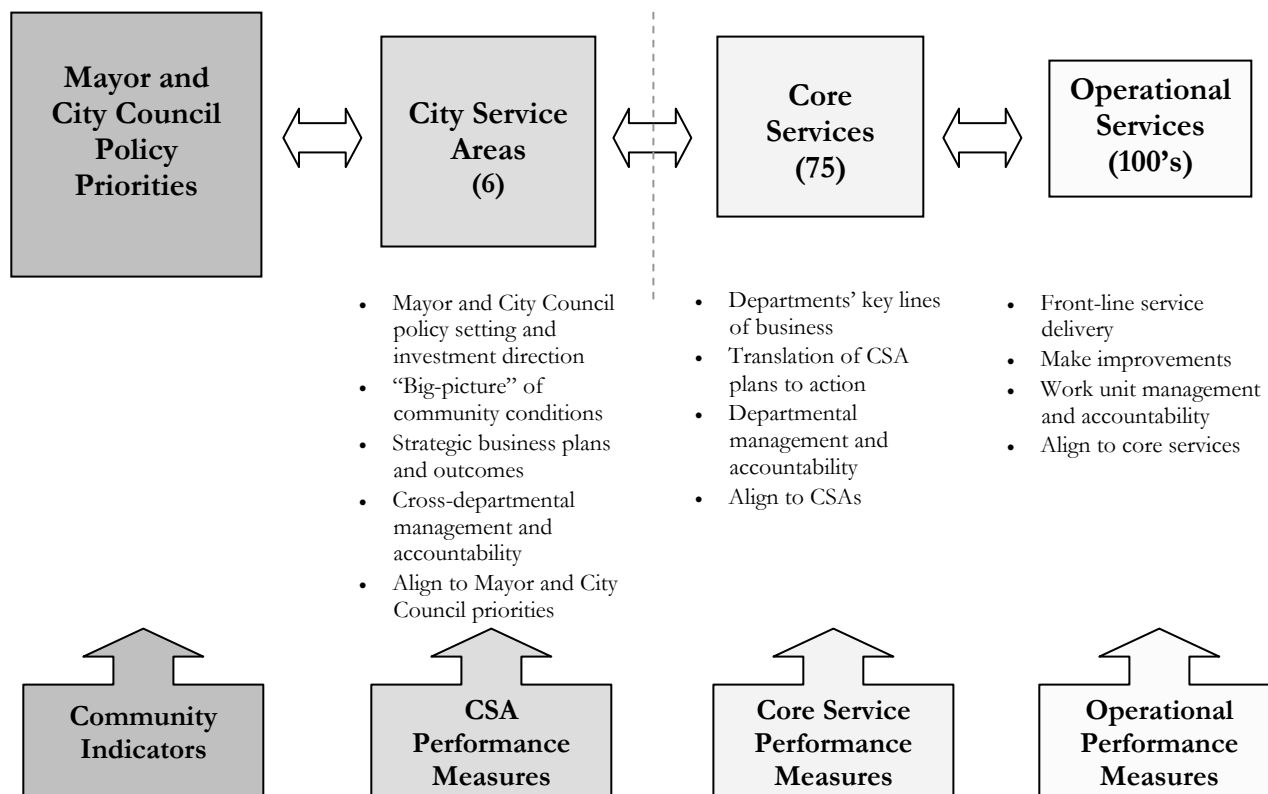
### **What is a City Service Area?**

City Service Areas (CSAs) integrate services provided in individual departments into the City's five key lines of business – Community and Economic Development, Environmental and Utility Services, Neighborhood Services, Public Safety, and Transportation and Aviation Services. An additional CSA, referred to as “Strategic Support,” represents the internal functions that enable the other five CSAs to provide services to the community. These cross-departmental CSAs provide a forum for strategic planning and investment decisions within the context of the Mayor and City Council policy priorities. Plans, policies, and investment decisions at the CSA level are then carried out through departmental core and operational services.

The following pages present an overview of the CSA framework and how it is used in San José's operating and capital budgets and in performance reporting to the City Council and the public.

# City Service Areas

## Investing in Results City of San José's Service Delivery Framework for Performance-Driven Government



## Customer-Focused and Results-Driven Service Delivery

The City is in the eighth year of an initiative called “Investing in Results (IiR).” IiR involves building a framework to help the City be customer-focused and results-driven in delivering services to the community. At every step of the way, the focal point of IiR is meeting customer needs.

The IiR framework aligns front line (or operational) services to the Mayor and City Council Policy Priorities. This structure acknowledges the complexity of the organization and the wide variety of services delivered and provides tools at all levels of the organization to plan, manage, and measure the results that customers experience.

The 2002-2003 Operating Budget was San José’s first performance-based budget developed by CSA and based upon five-year Business Plans. CSAs enable the City to strategically plan and show results of the collaboration among departments. Each CSA aligns the efforts of a number of core services (each with its own set of performance measures) into the City’s key lines of business.

Both the operating and capital budget documents are now aligned to the CSA framework. A CSA-based capital project reporting system has been implemented along with consistent performance measures to ensure that the City meets its quality, on-time, and on-budget goals for project delivery.

## **CSA Alignment for the Budget Document**

The operating budget document reflects San José's service delivery-based framework for performance-driven government. In that framework, each of the 75 departmental core services is aligned to one of six CSAs to which it contributes. A "map" detailing the alignment of the 75 core services to the six CSAs, including a description of the CSA mission and a listing of the CSA outcomes (the "ends" to which the plans, efforts, resources, and results of the CSA are directed) is provided at the end of this Introduction.

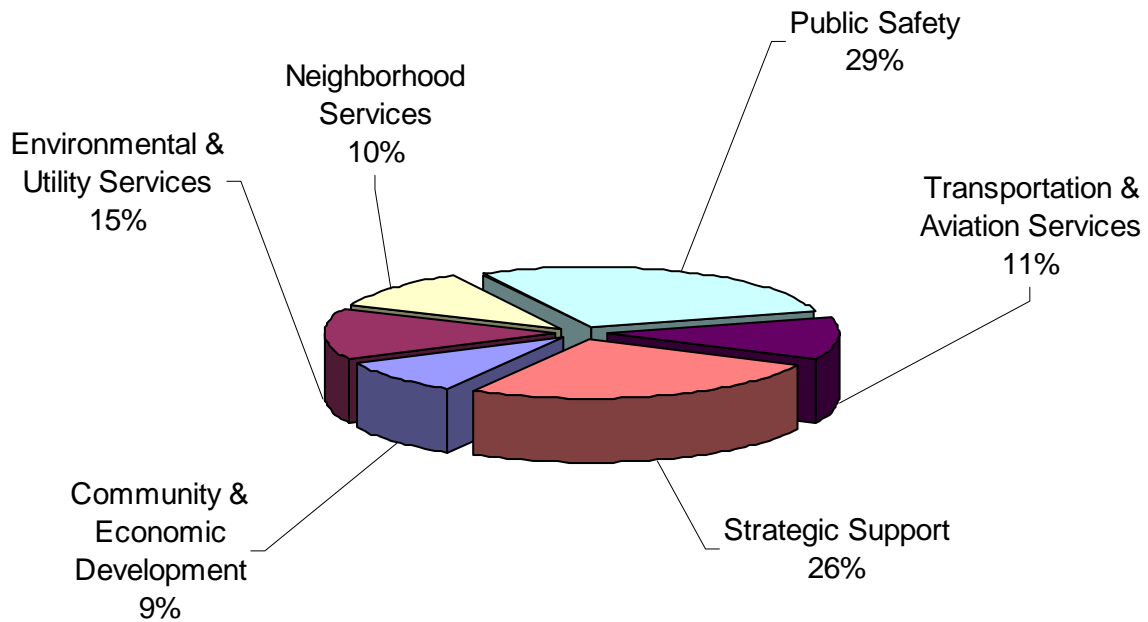
Each of the CSA overview sections that follow includes a description of the CSA's mission and partner departments, a CSA outcome listing, budget and performance highlights, and total budget by core service. This is followed by a Five-Year Business Plan stating current position; selected community indicators; trends, issues, and opportunities; policy framework; general plan alignment; and key strategic goals and objectives. The Two-Year Investment Strategy, which guides the implementation of service delivery priorities within the constraints of available resources (for year two of the strategy a very preliminary estimate was given for CSA General Fund reduction targets that amounted to a Public Safety CSA target of 2% and a target of 10.1% for all other CSAs), is next, with current and planned performances reported for each of the CSA outcomes. Finally, a summary of investment changes is provided for each CSA, which also links each change to more detailed descriptions in the relevant departmental core services sections which follow the CSA overview. New for 2007-2008, all budget changes, where the action is a new initiative/spending item since the prior year Adopted Budget, have been clearly identified with an asterisk to enhance the full disclosure budget process as directed by the City Council with approval of the 2007-2008 Mayor's March Budget Message.

## **Resource Allocation by CSA**

In the following CSA Budget Summary and in the individual CSA sections which follow, the operating budget resources are presented by CSA, as well as by core service, and include personal services expenditures for all funds, non-personal/equipment expenditures for all funds with the exception of capital funds, and city-wide expenditures. A CSA Position Summary is also included and is presented elsewhere in this document at the core service level.

# City Service Areas

## *City Service Area Budget Summary*



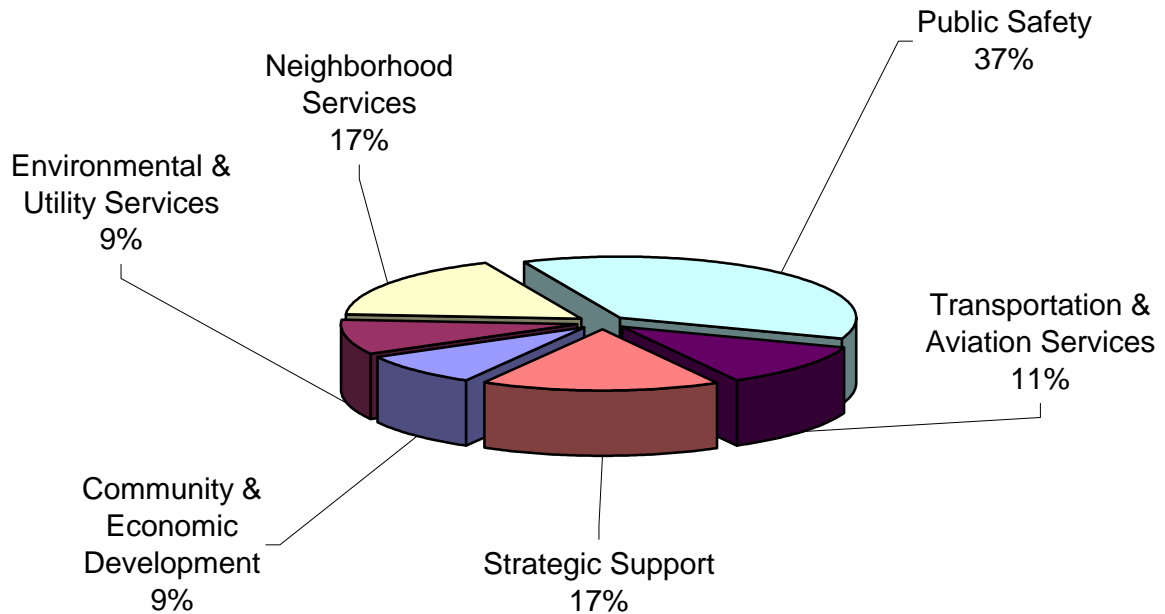
### Dollars by CSA

	2005-2006 Actual 1	2006-2007 Adopted 2	2007-2008 Forecast 3	2007-2008 Adopted 4	% Change (2 to 4)
Community & Economic Development	86,474,606	123,291,999	102,990,821	130,230,426	5.6%
Environmental & Utility Services	159,680,594	181,081,243	200,770,462	207,095,037	14.4%
Neighborhood Services	112,541,231	136,841,381	122,359,783	149,024,552	8.9%
Public Safety	361,620,941	393,646,973	405,294,974	415,122,962	5.5%
Transportation & Aviation Services	130,123,403	151,030,860	150,366,953	162,380,793	7.5%
Strategic Support	211,661,769	339,778,905	284,385,944	377,044,898	11.0%
<b>Total</b>	<b>1,062,102,544</b>	<b>1,325,671,361</b>	<b>1,266,168,937</b>	<b>1,440,898,668</b>	<b>8.7%</b>

# Introduction

## City Service Areas

### City Service Area Position Summary



	2005-2006 Actual 1	2006-2007 Adopted 2	2007-2008 Forecast 3	2007-2008 Adopted 4	% Change (2 to 4)
<b>Staffing by CSA</b>					
Community & Economic Development	558.13	589.10	587.03	610.03	3.6%
Environmental & Utility Services	594.63	612.63	594.63	624.88	2.0%
Neighborhood Services	1,174.80	1,220.19	1,180.32	1,214.01	(0.5%)
Public Safety	2,534.45	2,579.86	2,579.16	2,598.72	0.7%
Transportation & Aviation Services	769.87	776.87	772.37	792.12	2.0%
Strategic Support	1,055.85	1,064.63	1,105.35	1,152.35	8.2%
<b>Total</b>	<b>6,687.73</b>	<b>6,843.28</b>	<b>6,818.86</b>	<b>6,992.11</b>	<b>2.2%</b>

# City Service Area – Core Service Map

## COMMUNITY & ECONOMIC DEVELOPMENT CSA

**Mission:** To manage the growth and change of the City of San José in order to encourage a strong economy, ensure a diverse range of arts, cultural and entertainment offerings, and create and preserve healthy neighborhoods.

**Outcomes:**

- Strong Economic Base
- Safe, Healthy, Attractive and Vital Community
- Diverse Range of Housing Options
- Range of Quality Events, Cultural Offerings, and Public Amenities

### Core Services

#### CITY MANAGER – ECONOMIC DEVELOPMENT

- Arts and Cultural Development
- Business/Job Attraction, Retention, Expansion and Creation
- Outdoor Special Events
- Workforce Development

#### CONVENTION FACILITIES

- Convention Facilities

#### FIRE

- Fire Safety Code Compliance

#### HOUSING

- Increase the Affordable Housing Supply
- Maintain the Existing Affordable Housing Supply
- Provide Services to Homeless and At-Risk Populations

#### PBCE

- Development Plan Review and Building Construction Inspection
- Long Range Land Use Planning

#### PUBLIC WORKS

- Regulate/Facilitate Private Development

#### SAN JOSE REDEVELOPMENT AGENCY

- Enhance the Quality and Supply of the City's Housing Stock
- Initiate and Facilitate Private Development
- Initiate and Facilitate Public Facilities and Spaces
- Promote and Implement Neighborhood Improvement Strategies

## ENVIRONMENTAL & UTILITY SERVICES CSA

**Mission:** Provide environmental leadership through policy development, program design, and reliable utility services.

**Outcomes:**

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh and Bay
- “Clean and Sustainable” Air, Land and Energy
- Safe, Reliable, and Sufficient Water Supply

### Core Services

#### ENVIRONMENTAL SERVICES

- Manage Potable Water
- Manage Recycled Water
- Manage Recycling and Garbage Services
- Manage Urban Runoff Quality
- Manage Wastewater
- Protect Natural and Energy Resources

#### TRANSPORTATION

- Sanitary Sewer Maintenance
- Storm Sewer Management

## NEIGHBORHOOD SERVICES CSA

**Mission:** To serve, foster, and strengthen community by providing access to lifelong learning, opportunities to enjoy life, ensuring a diverse range of housing opportunities and preserving healthy neighborhoods.

**Outcomes:**

- Safe and Clean Parks, Facilities and Attractions
- Vibrant Cultural, Learning and Leisure Opportunities
- Healthy Neighborhoods and Capable Communities

### Core Services

#### LIBRARY

- Promote Lifelong Learning and Provide Educational Support
- Provide Access to Information, Library Materials and Digital Resources

#### PRNS

- Community Strengthening Services
- Life Enjoyment Services
- Neighborhood Livability Services

#### PBCE

- Community Code Enforcement

# City Service Area – Core Service Map

## PUBLIC SAFETY CSA

**Mission:** Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations.

**Outcomes:**

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

### Core Services

#### EMERGENCY SERVICES

- Emergency Preparedness and Planning
- Emergency Response and Recovery

#### FIRE

- Emergency Response
- Fire Prevention

#### INDEPENDENT POLICE AUDITOR

- Independent Police Oversight

#### POLICE

- Crime Prevention and Community Education
- Investigative Services
- Regulatory Services
- Respond to Calls for Service
- Special Events Services

## TRANSPORTATION & AVIATION SERVICES CSA

**Mission:** To provide the community with safe, secure, and efficient surface and air transportation systems that support San José's livability and economic vitality.

**Outcomes:**

- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable and Efficient Experience
- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability

### Core Services

#### AIRPORT

- Airport Customer Service
- Airport Environmental Management
- Community Air Service

#### POLICE

- Traffic Safety Services

#### TRANSPORTATION

- Parking Services
- Pavement Maintenance
- Street Landscape Maintenance
- Traffic Maintenance
- Transportation Operations
- Transportation Planning and Project Delivery

## STRATEGIC SUPPORT CSA

**Mission:** To effectively develop, manage and safeguard the City's fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects.

**Outcomes:**

- A High Performing Workforce that is Committed to Exceeding Internal and External Customer Expectations
- Safe and Functional Public Infrastructure, Facilities and Equipment
- Effective Use of State-of-the-Art Technology
- Sound Fiscal Management that Facilitates Meeting the Needs of the Community

### Core Services

#### FINANCE

- Debt Management
- Disbursements
- Financial Reporting
- Purchasing and Materials Management
- Revenue Management

#### GENERAL SERVICES

- Facilities Management
- Fleet and Equipment Services

#### HUMAN RESOURCES

- Employee Benefits
- Employment Services
- Health and Safety
- Performance Development

#### INFORMATION TECHNOLOGY

- Manage and Support the Information Technology Infrastructure
- Provide Enterprise Technology Systems and Solutions
- Support Departmental Technology Services

#### PUBLIC WORKS

- Plan, Design and Construct Public Facilities and Infrastructure

#### RETIREMENT

- Administer Retirement Plans

## MAYOR, CITY COUNCIL AND APPOINTEES

**Mission:** Council appointees exist to support and advance the collective work done by the City organization through leadership, communication, and coordination.

#### MAYOR AND CITY COUNCIL

- Office of the Mayor
- City Council

#### CITY ATTORNEY

- Legal Representation
- Legal Transactions

#### CITY AUDITOR

- Audit Services

#### CITY CLERK

- Facilitate the City's Legislative Process

#### CITY MANAGER

- Analyze, Develop and Recommend Public Policy
- Lead and Advance the Organization
- Manage and Coordinate City-Wide Service Delivery